

# DISA THE GRID

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**CUSTOMER PARTNERSHIP CONFERENCE 2006**

## Multinational Information Sharing

Links U.S and Coalition Partners in War on Terrorism

**T**he Multinational Information Sharing (MNIS) Program was featured during one of the breakout sessions held during the 2006 DISA Customer Partnership Conference, May 1 to 4, in Las Vegas.

The conference updated attendees on MNIS initiatives and current systems. MNIS participated as a part of the Program Executive Office Command and Control Capabilities (PEO C2C) track at the conference.

MNIS will develop a collection of services that provide an international-community-sanctioned, standard set of capabilities and services available through the global information grid to support missions requiring multinational information sharing. MNIS consists of the following operations systems: Combined Enterprise Regional Information Exchange System (CENTRIXS), Globally Reaching Interactive Fully Functional Information Network (GRIFFIN), and Combined Federated Battle Laboratory Network (CFBLNet).

CENTRIXS is a combination of separate multilateral and bilateral networks, each with a global connectivity that allows the United States and

coalition nations and their forces to securely share mission-specific operational and intelligence formation. This system supports local, regional, and global combined operations, including Operation Enduring Freedom, Operation Iraqi Freedom, and the Global War on Terrorism. The system has more than 26,000 users and at 150 sites worldwide.

GRIFFIN is a permanent, multinational capability that enables the sharing of classified information between coalition partners from their national classified networks and command and control (C2) systems at the strategic, operational, and tactical level headquarters.

CFBLNet is a multinational infrastructure and set of services supporting member nations' evaluations/resolution of combined command, control, communication, computer, information, surveillance, and reconnaissance (C4ISR) interoperability shortfalls. Member nations conduct initiatives to improve coalition information exchange capabilities; explore and experiment with emerging capabilities; and examine or resolve deficiencies in existing applications, systems, or equipment.

The MNIS presentations from the DISA Customer Partnership Conference can be found online at the Defense Online Portal at <https://gesportal.dod.mil/sites/C2CPEO/default.aspx>. Please note that this site requires DoD PKI certificates. ▶



**DISA**

**Defense Information Systems Agency**  
Department of Defense



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**Director, DISA; Commander, JTF-GNO** \_\_\_\_\_ Lt Gen Charles E. Croom Jr., USAF

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# Net-Centric Game Plan Hinges on Fiscal Responsibility

By Sannadean C. Sims, Deputy Chief Financial Executive



**A**chieving a clean audit is a government mandate, but DISA officials view it as a byproduct of fiscal integrity — a goal we work at every day. It's part and parcel of the significant effort in the Defense Department to achieve the vision of network-centric warfare.

At DISA, we are all involved in meeting the net-centric challenge. From engineers who envision new network capabilities and contracting officers who help us partner with industry in innovative ways to the financial workers who arrange complex financing, DISA is focused on delivering the full power of information-based capabilities — at Internet speed.

My charge is to ensure that sufficient resources are available to acquire the new capabilities (and sustain existing products and services), while also ensuring that agile processes and systems are in place to provide timely, accurate, and reliable financial information for improved decision-making. Success can be measured in many ways, but one fundamental financial yardstick is the ability to achieve an unqualified audit opinion on our accounts. These accounts — both appropriated and in the Defense Working Capital Fund — total more than \$6 billion.

The near-term impact of not managing our funds in a transparent, accountable fashion is that the agency loses credibility with its customers, other DoD agencies. That, in turn, costs money, missions, and people. It's why achieving financial fidelity is a key component of DISA's strategic plan. The plan makes three commitments:

- Real-time cost visibility via open books
- Financial accountability to demonstrate good stewardship
- Strong fiscal discipline via reliable processes and systems

As you would expect, there are many challenges. First, to organize DISA's financial workforce for success, we migrated from a decentralized financial management structure to what we call the "home team" concept. This means all financial managers are employees of the Chief Financial Executive (CFE) Office. They are aligned and collocated with the agency's various strategic business units and shared-service units. My office, as the home team champion, focuses on the professional development of the staff, sets direction for accomplishing enterprisewide financial goals and uses performance measures to assess customer satisfaction.

Next, CFE reinvented DISA's audit committee, a highly diverse, process-oriented body that helps the agency remedy past weaknesses and move with confidence toward our goals. The committee has stakeholders from across DoD, including representatives from the Defense Finance and Accounting Service (DFAS). It was particularly important to forge a strong partnership with DFAS. To do that, DISA now has a single client executive who oversees the resolution of any concerns at a DFAS location. That has been a significant enabler in cleaning up our financial records.

We also changed our philosophy on contractor support. We have stopped hiring vendors to identify our shortfalls, while having only government employees clean up the records. Now, we team with certified accounting firms to do the clean-up effort. This frees up government employees to focus on the complexities of resourcing DoD operations, and developing policies, processes and systems to sustain a clean audit. An example would be DISA's partnering with DFAS and the Air Force to deploy the Defense Enterprise Accounting and Management System, which will replace legacy financial systems.

As an IT agency, we must avoid the temptation to equate an unqualified audit with the implementation of new systems. The real goal is to drive financial management discipline across the agency by addressing policy, processes and people — regardless of the tool at hand. 🍌

*This article first appeared in Defense Systems, May/June 2006 issue, published by PostNewsweek Tech Media. It is reprinted with permission.*



**At the DISA Customer Partnership Conference, from left to right: Army LTG Steven W. Boutelle, Army chief information officer/G-6; Air Force Lt Gen Charles E. Croom Jr., DISA's director; and VADM (Ret.) Herb Browne, president and CEO, AFCEA.** DISA photo by Joe Brygider

## Customer Conference Builds Team Partnerships to Support the Warfighter

By Carol Horen, DISA Corporate Communications

A patriotic overture honoring the service men and women who are defending our nation opened the 2006 DISA Customer Partnership Conference, held May 1 through 4 in Las Vegas. More than 3,000 Department of Defense (DoD) employees, federal employees, contractors, and vendors attended the event-packed conference, which included presentations by top information technology industry representatives and senior DoD and DISA leaders.

"It's a team sport. It's a team partnership," said Air Force Lt Gen Charles E. Croom Jr., DISA's director. "We are a nation at war. It's our job to help make sure these soldiers get back safely. We have an

obligation to them to give them the best we've got."

This year's theme was "Information to the Edge: Surety, Reach, Speed." Surety refers to ensuring that data is protected and available. Reach means enabling users to access information anytime, anywhere from the sustaining base to the tactical edge. Speed refers to acquiring and deploying capabilities and services at Internet speed. The conference covered topics ranging from information assurance, to new technological capabilities, to faster acquisitions processes.

"It's not about the weapons system; it's about information," Croom noted. "[Warfighters] need to get the information they need at the time and place they need it."

### The Drive of the Consumer

Numerous representatives of industry spoke about the current and developing technological capabilities that are entering the marketplace today

and how their companies are responding to the immense demand for more and better capabilities.

Mark Hurd, president and chief executive officer of Hewlett-Packard, noted that the convergence of capabilities is allowing people to carry all the tools they need without being overburdened with equipment.

"When I move, my office moves with me," said Hurd. People are starting to change their lifestyle to accommodate that type of mobility.

Both Hurd and Chet Huber, president of OnStar, spoke on the simplicity of capabilities currently available and on the importance of keeping those capabilities simple to use.

Huber showed a picture of an OnStar tracking device found in a car. It has three buttons — one to use the cellular network to call OnStar for assistance, one to use a global positioning system to determine the car's location, and one to press to connect to an 911 emergency technician. It's simple; yet, it works efficiently.

Rebecca Cowen-Hirsch, director for SATCOM, Teleport, and Services, described the ease of use of products as something that keeps her up at night.

"Are our services effective? Meaningful?" she asked. "Are we doing enough?"

Indeed, the public is demanding more and more capabilities. Marc Andreessen, chairman and co-founder of Opsware Inc., noted that today's market is very consumer-driven.

"Consumers adapt to technology faster than businesses," Andreessen said. Examples of innovative technologies can be seen in Google, MySpace.com, even video games. As technologies become more and more affordable, consumers become the catalysts for pushing for better capabilities, Andreessen said.

Industry must respond to this drive if it wants to remain relevant as a business. DoD needs to respond to this drive.

"We've got to understand who the customers are and how they're using the network," said Army MG Marilyn A. Quagliotti, DISA's vice director.

## A New Business Model

But how to maintain what the customers want at the speed of consumer demand?

"Intelligent reaction, not intelligent design," is how Adam Bosworth, architect for Google Inc., described Google's strategy for maintaining pace with the wave of change. Google doesn't spend a lot of time telling consumers what they want; rather, Google watches and listens to consumers and respond to what they want, according to Bosworth.

Bosworth explained how small teams within Google develop ideas that are then developed into prototypes in a timeframe of about three months. The prototypes are, by no means, a finished product. If consumers demonstrate that they are interested in the prototype, the product is developed further. If no interest is shown in it, then it is dropped before a lot of resources have been invested in it.

"If it's going to take you two years to do something, don't do it," said Bosworth, because it would be outdated before it's finished.

## Speed in Acquisitions

The changing business model has one major goal in mind: speed. The technological capabilities need to be given to the consumer and to the warfighter faster if they're going to keep pace with the fast changes the industry is seeing.

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**Ada Johnson, from DISA's Procurement and Logistics Directorate, hangs a sign in the Defense Information Technology Contracting Organization (DITCO) booth at the 2006 DISA Customer Partnership Conference. DISA photo by Donna Burton**



**Air Force Lt Gen Charles E. Croom Jr. (center left), DISA's director, answers a question during a panel session. Also participating in the panel were moderator John Garing, director of DISA's Strategic Planning and Information Directorate; Mark Hurd, CEO and president of Hewlett-Packard; and Chet Huber, president of OnStar. DISA photo by Donna Burton**

#### ► **Customer Conference cont.**

"We're used to talking about what we're going to do five years from now. We have to change. We need to move faster," urged Croom in a passionate plea, to which the audience applauded enthusiastically.

Dr. Steven Hutchison, DISA's director of testing, echoed that sentiment: "We are capable of better acquisitions. We need to achieve flexibility." Part of DISA's speedier acquisitions plan is to allow more flexibility in fulfilling requirements.

Oversight is provided on all acquisitions actions, said Diann McCoy, DISA's component acquisition executive. A person is in charge of making sure that specific work orders meet the requirements.

"We need to get decisions made sooner," McCoy said.

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"One size doesn't fit all; it depends on the project. As many people know, we did not have an integrator with GIB-BE [and] I would argue that was part of our success. **We were able to join together as a team,** as opposed to just contracting out. What's going to get the taxpayer the most for the money — that's the bottom line."  
 — Tony Montemmarano, Information Assurance/NetOps director

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Evelyn DePalma, director of Procurement and Logistics, echoed that sentiment and also added, "We need to pay attention to doing things right. We need to get the requirements to meet the threat."

DePalma noted that industry partnerships are becoming an important part of the acquisitions process.

"We need to build close partnerships with industry. We need to work with contracting officers to understand the way to negotiate [with industry]," she said.

#### **Know Your ABCs**

Why is industry becoming more and more important? It comes down to the ABCs. When DISA begins the process of creating an information technology solution, its first step will be to take an existing capability or service that can meet the needs of the warfighter and adopt it for DoD use.

An example of adopting a technology is how DISA is adopting the Army Knowledge Online Portal for use across DoD. DISA takes advantage of a product that is already available and can also use the expertise of Army engineers who developed the software. As a result, the agency saves millions of dollars that would have been spent in developing a tool from scratch.

If adopting an existing capability or service isn't possible, DISA will turn to industry to acquire

managed services. Additionally, DISA is looking to provide broader requests for proposals than it has in the past. Previously, DISA used specific descriptions when putting out request for proposal. A request would contain specific requirements — a checklist — that the prospective bidders would have to meet. Now, requests for proposals will be far more generic. Proposals will state a problem, and it will be up to DISA's industry partners to suggest solutions to the problem.

DISA will build a solution only if a technology cannot be adopted from within the government or acquired from the private sector. DISA will not seek to develop a complete solution right away. Rather, it will create a 50-to-60-percent solution to see if it meets the needs of the warfighter.

"The idea is you can kill things early or you can continue to develop it if the users like it," said Quagliotti when discussing the new strategy.

This philosophy — the ABCs — is designed to speed acquisitions for the warfighter.

## Assurance and Surety

But wait! It's not just speed that's required in today's environment — it's also assurance and surety of the systems.

"They're going to be able to get inside our networks. We're going to have to be able to respond," said Richard Hale, DISA's chief information assurance executive.

Dr. Whitfield Diffie, vice president and chief security officer for Sun Microsystems, echoed Hale's sentiments: "We need realistic information assurance mechanisms."

The information that passes across DoD's networks is as important as a weapons system, as Croom mentioned in his opening remarks. It needs to be secure if it's going to be used in life-or-death situations that the warfighter faces in combat zones. Warfighters also need to know that they can rely on the system.

During his presentation, Marine Gen James E. Cartwright, commander of U.S. Strategic Command noted recent operations in Afghanistan and Iraq, as well as responses to the tsunami in Southeast Asia and the hurricanes along the Gulf Coast. Those operations required communications.

"We need to make sure we do everything possible to make sure those capabilities get into the hands of those who need them," he added.

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**"I worry about agility in both technology uptakes and operations so that we can do things like react to these unanticipated emerging things**

**that come from having an Internet and having lots of broadband comms. BOTNETs are here. They're a huge problem. We actually don't know what to do about them in the general case. That one keeps me up at night."**

— Richard Hale, DISA's chief information assurance executive

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## Innovation in the 21st Century

Capabilities are changing fast. Very fast.

Nicholas Donofrio, executive vice president of innovation and technology for IBM, said that technological innovation is crucial as society moves into a new era of network ubiquity and new business designs.

Andreessen reviewed a number of new technological capabilities during his presentation. His cell phone, planner, and portable Internet device

▶ 8



► **Customer Conference cont.**

all combine into one piece of technology that fits into his pocket.

"We're building really powerful consumer technology," he said. He noted that the technology is fast becoming more affordable, and so, consumers are using it more and more.

There are things possible today that were not



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"The idea here is that you are not going to get perfect information. **You've got to get [information] fast and you've got to be able to act.** Perfect information that's after the fact is of no value. It's kind of like vision and a great idea that has no money behind it."

— Marine Gen James E. Cartwright, Commander, U.S. Strategic Command

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possible before the Internet, he stated.

Andreessen noted that while DoD has been a leader in innovation in the past, the consumer is who is driving innovation in today's market — "Not because the department has changed, but because the outside world has changed."

DoD needs to adapt to a culture where innovation works differently than it has in the past, and where technology is changing at unprecedented speeds.

"We need the ability to evolve. We need to share information. We need to develop collaboration techniques," said Eugene Stefanucci, principal director for the Global Information Grid Combat Support Directorate.

### **Remember Who We Do It For**

Ultimately, "It's not about the tool; it's not about the committee. It's about the person with information and getting it to the decision-maker," said Cartwright.

As mentioned previously, information saves lives. However, there are currently barriers between getting that information to the warfighter — be it a barrier between services or between coalition partners or a barrier in acquiring the technology required.

"We've got to find a way to facilitate cutting across the barriers," said Cartwright. "If we build parameters, we're only limiting ourselves. At some point, we've got to make a decision more than just saying we're going to change."

The conference was an opportunity to discuss the initiatives and requirements of DISA, industry, and customers and to exchange ideas. The conference themes of speed, reach, and surety were echoed by the plenary session speakers and addressed in the smaller break-out sessions.

Quagliotti repeated the challenge she offered at the 2005 conference.

"We're on the road to get there. What you have to decide is, are you coming with us?" asked Quagliotti. ►



Nicholas Donofrio, IBM'S executive vice president of innovation

and technology said that there must be a compatible environment in which innovation is allowed to thrive. He believes that the collaborative, multidisciplinary and distributed nature of innovation means that it almost never arises in the isolated laboratory or garage anymore. It arises in the marketplace, the workplace, the community, the classroom.

"CEOs are looking outside, as well as inside the company for innovation," Donofrio said. "In 2004, they [CEOs] said they must achieve revenue growth, cost reduction, asset utilization, and risk management. Today, they are looking to innovate their operations, product services/markets, and business."

Donofrio said that, while not everyone can create a needed product or service, everyone can be an innovator and offer the ideas that lead to their development.

"Think broadly, act personally, integrate business and technology, defy collaboration limits, and force an outside look each time," he said, repeating a quote from his father. "If nothing changes, nothing changes."

"One of the few things that people in my industry certainly understand is how much of the modern computer industry [kind] of grows out of the investments and engagements that the Department of Defense has had for 50 years with the American computer industry," said Marc Andreessen, chairman of the software company, Opsware, and one of the co-founders of Netscape.

Andreessen noted that in today's market, the technology is now being adopted first by consumers, and then by the private sector and the federal government. "This is a huge change for the technology industry, this is a huge change for people who use technology," he said, explaining that the techno-cultural shift has a lot to do with how aggressive the average consumer has become when it comes to embracing new technology.

"Computers have become incredibly cool among kids in basically every walk of life, and in every country," Andreessen said. "Kids these days use the Internet as fluidly and as comfortably in their daily lives, they don't even think about it."





Retired Army MG Dave Bryan (left), former DISA vice director, speaks with Tony Montemarano, Information Assurance/NetOps director.



Nicholas Donofrio, executive vice president of innovation and technology for IBM



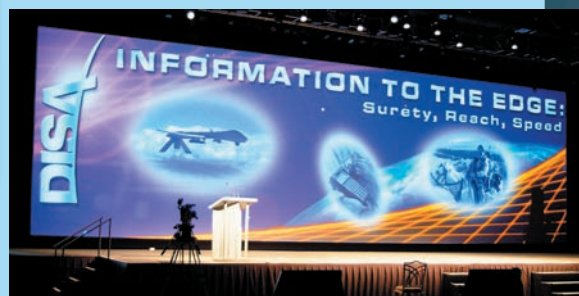
Wayne Newton rocked the house for conference attendees.



Marine Gen James E. Cartwright (left), commander of U.S. Strategic Command, and Air Force Lt Gen Charles E. Croom Jr., DISA's director, agree that DISA and the JTF-GNO need to continue to assure partnerships with military services, defense agencies, other federal government departments, and with industry.



Air Force Lt Gen Charles E. Croom Jr., DISA's director, discussed his vision for the agency on the first day of the conference.



Marc Andreessen, chairman and co-founder, Opsware, Inc., receives a flag from Air Force Lt Gen Charles E. Croom Jr.



Chet Huber, president of OnStar



The DISA seniors panel was held May 3. The seniors aired their thoughts about DISA's future and answered questions from the audience. From left to right are: John Garing, director of Strategic Planning and Information; Alfred Rivera, director of Computing Services; Jack Penkoske, principal director of Manpower, Personnel, and Security; Dave Mihelcic, chief technology officer and principal director of Global Information Grid Enterprise Services Engineering; Air Force Brig Gen Carl Skinner, reserve advisor to the director; Richard Hale, chief information assurance executive; Navy RDML Elizabeth Hight, principal director for Global Information Grid Operations; Diann McCoy, component acquisition executive; Tony Montemarano, Information Assurance/NetOps director; Evelyn DePalma, director for Procurement and Logistics; Air Force Brig Gen David Warner, Command and Control director; Becky Harris, director for Net-Centric Enterprise Services; Rebecca Cowen-Hirsch, SATCOM, Teleport, and Services director; Eugene Stefanucci, principal director for Global Information Grid Combat Support; Cindy Moran, director for Network services; Dr. Steven Hutchison, director for Testing; Sannadean Sims, deputy chief financial executive.

## The Partnerships ain't Staying in Vegas

### Creating Lasting Partnerships at the 2006 DISA Customer Partnership Conference



Scott Kriens, chairman and chief executive, Juniper Networks



Adam Bosworth, architect, Google, Inc.



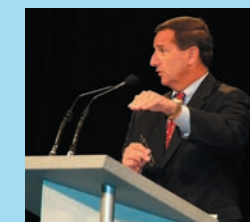
Robert Gourley, chief technology officer for the Defense Intelligence Agency



Dr. Whitfield Diffie, vice president and chief security officer for Sun Microsystems (right), accepts a flag from Air Force Lt Gen Charles E. Croom Jr., DISA's director.



During her presentation, Army MG Marilyn Quagliotti, DISA's vice director, asked conference attendees an important question: "Are you coming with us?"



Mark Hurd, chief executive officer and president, Hewlett-Packard

# NECC Conference Briefings Build Better Understanding of New Capabilities

By Kristen Morris, Command & Control Capabilities Program Executive Office

**G**etting information to the warfighter quickly was the theme that resonated during the Net-Enabled Command Capability (NECC) track sessions at the 2006 DISA Customer Partnership Conference.

NECC, formerly known as Joint Command and Control (JC2) Capability, is a joint program designed to rapidly deliver capabilities to the warfighter. NECC was designated as the Department of Defense's (DoD) principal command and control (C2) capability that will be accessible in a net-centric environment. It will be founded on a single, net-centric, services-based C2 architecture. The technology will equip warfighters with the ability to receive the information necessary to make efficient, timely, and effective tactical decisions on the battlefield, in the air, and on the seas.

NECC will leverage the existing Global Command and Control System (GCCS) family of systems as the launch point for the future capability, while delivering continuous C2 enhancements to the warfighter. Those enhancements will enable the warfighter to access, display, and understand the information necessary to make decisions.

During the conference, NECC presented six briefings on important NECC concepts and topics, including a technology-development phase overview, architectural approach, evaluation capability modules, federated development and certification environment overview and demonstration, joint combat-capability developer, and integration and technical piloting.

"The NECC track of discussions presented the key elements of why NECC is different from acquisition, architecture, testing, certification, and piloting — all new ways of doing business," said Laura Knight, the NECC program manager, as she explained the rationale behind NECC's extensive track at the conference.

Knight gave the first briefing — an overview of the technology-development phase. The briefing discussed the technology-development phase plan, processes, products, exit criteria, and current status. It also provided an overview of where NECC is going, how it will get there, and what the program is going to accomplish.

The session included 200 government and industry representatives. Air Force Lt Gen Charles E. Croom Jr., DISA's director, also sat in on the briefing.

One of the major themes that Knight stressed during this session and throughout the entire conference is how NECC is different from traditional programs.

"The NECC program is changing the way we acquire, build, test, certify, and field C2 capabilities," she said.

A question-and-answer session followed the briefing and allowed the audience of government and industry partners to query Knight; Mark Kuzma, DISA's chief engineer; and Air Force Brig Gen David Warner, DISA's director of Command and Control Capabilities (C2C).

The architectural approach briefing focused on the architectural principles and approaches that NECC is exploring for the migration of DoD's current C2 capabilities to a joint net-centric state. Warner, in conjunction with the NECC Joint Program Management Office, has published a white paper titled, *Provisional Technical Transition Architecture for NECC*. This architectural approach incorporates the concepts of simplicity, enterprise relevance, service-oriented principles, and leveraging existing C2 capabilities and architectures. This briefing discussed these themes and described the provisional technical transition architecture and the technical aspects and challenges that must be addressed by NECC.

The evaluation capability modules (ECMs) presentation provided an overview of the ECM concept, prioritization process, and the anticipated ECMs for the first "timebox" in the NECC technology-development phase. A timebox is a period of time in which a team produces, evaluates, and reports on a product or set of such products. The NECC program is applying the timebox concept to incrementally pilot and assess ECMs.

During the technology-development phase, a number of ECMs will be identified to participate in piloting efforts to establish, demonstrate, prove, and refine the processes, which are key to the successful development of NECC in the system development and demonstration phase. The ECM track session provided an opportunity to discuss these concepts and the challenges associated with them.

The next session presented on the NECC track was the federated development and certification environment (FDCE) overview and demonstration — a key concept and process in NECC. The innovative FDCE will be a federated development, integration, testing, and certification environment providing the processes, methodologies, and infrastructure to enable the progressive, distributed, and disciplined development, testing, maturation, and certification of software services across the joint community of NECC developers.

FDCE represents a new paradigm for rapidly deploying DoD C2 capabilities that support 21st century military net-centric operations, new and changing missions, and the complexities of Global Information Grid service management. The FDCE concept demonstration featured a set of representative scenarios and roles — such as policy manager, service developer, community manager, and certification agent — to showcase a prototype FDCE, and its contribution to the emerging net-centric approach organized around services instead of systems. This briefing emphasized the importance of changing the current process for development, testing, and fielding of systems, which is inherently a long, detailed process to an environment that is net-centric, distributed, services-oriented, and will rapidly make C2 capabilities available to the warfighter.

The next session presented on the NECC track was the joint combat-capability developer (JCCD), which was presented by the U.S. Joint Forces Command (USJFCOM) — the lead on developing and implementing the JCCD process. JCCD allows a way to identify and establish a process for operations to work cooperatively with the director of C2C to ensure completeness in missions regarding doctrine, organization, training, material, leadership, personnel, and facilities. The JCCD brief discussed

the NECC capability-development document status and the JCCD process, refinement, and current status.

The last session presented on the NECC track was an integration and technical piloting discussion. This briefing presented NECC's concepts for ECM integration and piloting. The NECC program's integration and technical piloting activities include existing piloting activities that support the time-sensitive targeting mission thread, as well as enhanced situational awareness requirements.

The briefing discussed how the NECC program will plan and implement, with its strategic partners, a comprehensive series of development and operational activities that focus in the integration and characterization of service capabilities that encompass NECC ECM.

Through the briefings presented by NECC representatives, conference attendees were able to gain an unique perspective on how NECC is doing business in new ways, and how NECC is truly transforming C2 for the warfighter. The DISA Customer Partnership Conference provided an opportunity for the director of C2C and NECC to develop and foster relationships with government and industry partners.

NECC presentations and key documents discussed at the DISA Customer Partnership Conference can be found online at the Defense Online Portal located at **<https://gesportal.dod.mil/sites/NECC/default.aspx>** (requires a DoD PKI certificate) or can be requested through the NECC Web page located at **<http://www.disa.mil/NECC>**. ▶

## DISA JFCOM — The Force Multiplier in Hampton Roads

By Hugh Walsh, DISA JFCOM Field Office

**K**nown, trusted, and out in front.” This is the vision for all personnel assigned to the DISA Joint Forces Command (JFCOM) field office located in Norfolk, Va.

“We want to know our mission partners better than they know themselves to provide the best possible support,” said Air Force Col Brad Gentry, commander of DISA JFCOM.

Anticipating an enemy’s moves and knowing his priorities is a lesson taken from Sun Tzu, author of *The Art of War*. But this is an equally relevant goal to provide exceptional customer service. This is a challenging task

because the Norfolk/Hampton Roads area is home to the largest concentration of military power in the world, and JFCOM is one of several key mission partners that DISA JFCOM supports.

The DISA JFCOM field office exists in a dynamic and challenging environment. At any time, the field office can number more than 30 people, but only six actually sit in the main office. The rest are spread across Hampton Roads and are embedded with their mission partners in the various JFCOM J-codes, subordinate commands, and service components at the Air Combat Command located on Langley Air Force Base, Va., and the U.S. Army Forces Command at Fort McPherson, Ga.

JFCOM itself has two major campuses — one in Norfolk and one in Suffolk. Although the two locations are only 14 miles apart, this geographic separation poses unique coordination challenges.

Many of the people at DISA JFCOM are civilians or contractors assigned by their parent DISA program office to work specific programs such as Content Discovery and Delivery (CDD) and Net-Enabled Command Capability (NECC). Approximately half of the staff are Global Information Grid Operations Directorate employees while the other half are split between the Global Information Grid Enterprise Services Engineering Directorate, Net-Centric Enterprise Services, the



**Darryl Inscoe, Ella House, and Dave Wright of DISA-JFCOM discuss the architecture and backbone used to support the Joint National Training Capability (JNTC) with an Air Force staff member. DISA photo**

Command and Capabilities Program Executive Office, and the Office of the Chief Acquisition Executive. With so much going on and everyone spread out, the main challenge for DISA JFCOM is to gain and maintain situational awareness across all of Hampton Roads to provide synergistic teaming solutions.

DISA JFCOM also has people who work traditional field office issues such as the Defense Information System Network (DISN) services. They work closely with DISA Continental U.S. (CONUS) on network issues like chasing circuits, troubleshooting outages, and solving node site coordination issues. The DISN services staff also assists JFCOM exercise planners in developing communications architectures that will support joint and combined warriors. The DISA-JFCOM Combatant Commander Network Operations and Security Capability (CNOSC) team is a valuable addition to this process by

tracking network service interruptions, working NetOps and information assurance issues, and helping DISA's customers determine the mission impact of outages on their operations.

DISA and JFCOM must work closely together because both are specifically chartered to transform the Department of Defense (DoD) into a net-centric operating environment. Sadly, many people don't fully grasp JFCOM's four-part mission of serving as DoD's joint force provider, joint force integrator, joint force trainer, and joint force experimenter. It is the role of DISA JFCOM to ensure the relationship between the agency and the combat command flourishes.

To keep DISA and JFCOM connected, the field office organized and hosted a number of "theme days" over the past year. Examples of topics discussed on previous theme days include the Enhanced Planning Process, Net-Centric Enterprise Services, DVS-II, and multi-national information sharing. During these theme days, senior DISA leaders visited the field office and discussed with DISA's Hampton Roads mission partners the direction DISA is taking on key programs. These theme days have helped lay the foundation for a stronger partnership between DISA and JFCOM.

DISA senior leaders recognize the importance of the relationship between DISA and JFCOM. In the past eight months, DISA's director has visited JFCOM four times, the vice director has visited the location twice, and in any given month, there are numerous Senior Executive Service-level DISA leaders visiting. Add to that the multiple times that JFCOM seniors at the three-star level and below have visited DISA since January, and you have evidence of a rich and ongoing dialogue as well as a demonstration of teaming together at many levels.

Perhaps DISA JFCOM's biggest successes in the past two years are the partnerships that have formed between DISA and the Joint Systems Integration Command (JSIC) and the Joint Experimentation Directorate (J9), both located in Suffolk. Many teaming successes in JSIC and J9 can be directly attributed to the DISA-JFCOM field office personnel who have been placed at these directorates.

Recently, a successful user-defined operational picture limited-objective exercise was hosted by JSIC. DISA used the JSIC's joint virtual environment lab to successfully simulate a joint task force operation, allowing the mathematical measurement of improved

decision making when staffs have the ability to optimally tailor their view of the battlespace.

"It solidified the relationship between DISA and JSIC. Hopefully, other DISA programs will see the benefits of using the JFCOM lab environment to meet their testing needs," said Hector Lorenzo, the DISA liaison to the JSIC.

Another home run for DISA and DISA JFCOM was the recent execution of Multi-National Experiment 4 (MNE-4), which provided a great teaming event for DISA and J9. MNE-4 was designed to further explore concepts and supporting tools for the entire range of effects-based operations within a coalition environment. The experiment included stability operations with increasing levels of conflict in order to assist in the development of future processes, organizations, and technologies at the operational level of command.

Teri Kavanaugh, DISA liaison to J9, provided the critical link between J9 and DISA's outstanding team of experts. DISA provided management and monitoring of the Combined Federated Battle Labs (CFBL) network used to conduct the experiment, engineering support for command and control, and an instrumentation modeling and simulation team, which conducted an extensive bandwidth analysis study.

DISA JFCOM is a unique office with an ever-changing face. When major command, control, computers, communications, and intelligence programs are introduced into DoD, they come to JFCOM for requirement and architectural development and assessment. As a result, DISA JFCOM must always be prepared for the next major program that comes down the road, and the office must posture itself to provide world-class, timely, and accurate support.

For this reason, DISA employees planning to visit DoD entities within Hampton Roads or U.S. Forces Command (FORSCOM) in Georgia must let DISA JFCOM know early on, and the field office will provide context, ensure coordination, and pave the way for a smooth and successful visit. Think of DISA JFCOM as the DISA embassy at JFCOM, Air Combat Command, and FORSCOM. Every DISA program manager should consider DISA JFCOM a valuable part of the team because, like all DISA field offices, DISA JFCOM is a force multiplier. 🟡

## Hurricane Katrina “Angels” Recognized by Slidell

By Carol Horen, DISA Corporate Communications

**O**n May 24, members of the DISA Slidell team were recognized by the City of Slidell, the mayor of Slidell, the city council, and the city chief of police as the “Angels of the Storm.”

The storm refers to Hurricane Katrina, which struck the Louisiana coast the morning of Aug. 29, 2005. DISA’s Continuity of Operations and Test Facility (DCTF), located in Slidell, La., and responsible for developmental testing and evaluation of Department of Defense (DoD) systems providing command, control, and combat support functions, played an essential part in helping the Slidell maintain basic government functions and served as the base for rescue missions throughout the city.

DISA Slidell housed 89 first responders and their equipment the night before the hurricane struck. The day following the hurricane, the facility was the only government facility in the area with electricity, which was obtained from its diesel-powered generators. There were no telephones, no working cell phones, no network, no water pressure, and no commercial electricity.

In the face of these dire conditions, the DISA Slidell team, led by Dr. Claudette Millsap, stood up to the task.

“We became a support facility for first responders during and after the storm,” said Millsap, the former deputy director of DISA Slidell. “We launched rescue missions during the storm (by boat) from DISA Slidell to take oxygen to the chief of police so he could get it to a sick child, and later to go get the chief of police and his officers from the second floor of the station when the tidal surge hit Slidell.”

Additionally, the facility housed up to 450 first responders per night for weeks. The facility made a deal with the police that if the officers would find and provide food, then the DISA Slidell team would prepare and serve it so DISA personnel and their families could also eat.

“We prepared and served up to 2,200 meals per day, 24 hours a day, for weeks,” recalled Millsap. “Without them, we would have gotten pretty hungry. We would have run out of fuel. We should be thanking them. Together we survived,” she added.

Astonishingly, the DISA Slidell facility has no stove.

“How [DISA employee and former Marine] Beth Allen prepared hundreds to thousands of meals per day without a stove is a mystery to me,” said Millsap.

DISA Slidell team members also set up distribution stations for first responders to receive tetanus shots, financial aid, Federal Emergency Management Agency (FEMA) counseling, and more. They enabled the American Red Cross and the state of Louisiana to distribute almost \$4 million to first responders with no more than a 15-minute wait time. Lines formed for public distribution points the night before each distribution day and were cut off by state police, usually by midnight.

Millsap expressed pride in her teammates for all they did during the storm. The team included government employees, contractors, DISA Slidell family members, and a registered nurse recruited to ride out the storm at the facility.

“We did what was necessary to survive and then to help rebuild the city,” said Millsap. “The mayor says we saved the city. I say it was a team effort.” ▶



**The storm surge caused severe flooding in the Slidell area.** DISA photo

## DISA Stands Up **Defense Spectrum Organization**

By Carol Horen, DISA Corporate Communications

**L**ess than one month after DISA was directed to merge its Defense Spectrum Office and the Joint Spectrum Center, the agency stood up the Defense Spectrum Organization (DSO), which combines the two offices and will serve as a center of excellence for radio frequency spectrum analysis, planning, and support.

The DSO officially stood up May 19, and the stand-up was celebrated in a ceremony held at DISA headquarters June 7. Numerous senior Department of Defense (DoD) representatives were in attendance at the ceremony, including Assistant Secretary of Defense for Networks and Information Integration and DoD Chief Information Officer John G. Grimes.

In the ceremony's keynote address, Grimes discussed current issues that involve spectrum. He mentioned the use of improvised explosive devices (IEDs) in Iraq. IEDs are often triggered remotely using spectrum-based devices such as cell phones.

"We're trying to neutralize these threats," said Grimes.

"That's what we're here about — protecting the warfighter in Iraq, in Afghanistan," said Air Force Lt Gen Charles E. Croom Jr., DISA's director. "We need to protect and provide for them so they can do their mission."

The creation of the DSO will transform the department's legacy spectrum management processes and capabilities to support an emerging net-centric environment in which radio frequency-based resources play an integral role.

Under the leadership of a flag-officer-equivalent

senior civilian to be named, the DSO will develop comprehensive and integrated spectrum plans and long-term strategies to address current and future needs for DoD spectrum access. Additionally, the DSO will provide direct operational support to the combatant commanders and DoD components in support of national security and military objectives.

"We're going to fight to retain the spectrum we have today for our warfighter," said Grimes.

As noted in President George W. Bush's executive memorandum of May 29, 2003, "There are over 140 million wireless phone customers and, increasingly,

businesses and consumers are installing systems that use unlicensed

spectrum to allow wireless data, called Wireless Fidelity (WiFi), on their premises. The federal government makes extensive use of spectrum for radars, communications, geolocation/navigation, space operations, and other national and homeland security needs. We must unlock the economic value and entrepreneurial potential of U.S. spectrum assets while ensuring that sufficient spectrum is available to support critical government functions."

The memorandum is titled "Spectrum Policy for the 21st Century" and is available online at <http://www.ntia.doc.gov/osmhome/spectrumreform/execMemoMay2003.htm>.

"The radio frequency spectrum is a vital and limited national resource. Spectrum contributes to significant technological

innovation, job creation, and economic growth, and it enables military operations, communications among first responders to natural disasters and terrorist attacks, and scientific discovery," said Bush in his memorandum.

Navy CAPT Michael J. Murphy is currently serving as the acting director of the DSO. ▶



**(From left to right) Linton Wells II, former acting assistant secretary of defense for networks and information integration; Army MG Marilyn A. Quagliotti, DISA's vice director; Air Force Lt Gen Charles E. Croom Jr., DISA's director; John Grimes, assistant secretary of defense for networks and information integration; and Navy CAPT Michael J. Murphy, former Joint Spectrum Center director.** DISA photo



At the DISA-DLA Day were (left to right) Mae DeVincentis, DLA's chief information officer; Navy VADM Keith Lippert, DLA director; Air Force Lt Gen Charles E. Croom Jr., DISA's director; and Army MG Marilyn A. Quagliotti, DISA's vice director. DISA photo

## DISA-DLA Day Provides Opportunity to Share Organizational Best Practices

By Carol Horen, DISA Corporate Communications

Senior leaders from DISA, the JTF-GNO, and the Defense Logistics Agency (DLA) met March 30 in the National Capital Region to discuss current initiatives and strategies for the organizations. The annual DISA-DLA provides open dialogue between the two organizations. Change within both organizations was a major theme for the event.

"I don't want to drink the ocean, but we have to make changes," said Air Force Lt Gen Charles E. Croom Jr., the DISA director and JTF-GNO commander since July 2005. This was his first DISA-DLA Day.

Navy VADM Keith Lippert, DLA's director, provided a "State of the Agency" overview to attendees, focusing especially on how DLA is upgrading its legacy systems into one, enterprise-

driven system under the agency's Business System Modernization project.

The \$500 million-plus Business Systems Modernization program is designed to improve business practices and replace aging systems with commercial products.

"In the past, several attempts to replace legacy systems failed. Our systems were not flexible enough to support new innovations," said Mae DeVincentis, DLA's chief information officer. "The aging systems became harder to maintain. We didn't have a strategic plan. We acted like a 'holding company.'"

In response to growing negative feedback, DLA built small groups that would learn how to modernize the system. The agency created a Modernization Executive Board that developed tenets to work toward. New processes were implemented, and DLA began to train their employees to use those processes.

"People didn't get on the bandwagon. We had to educate them. We used commercial business practices. We asked people, 'Are you following this?' If they said no, we would have them come back for further explanation," said DeVincentis.

Lippert provided examples of the successes

DLA has seen since implementing its new business practices. Hardware/back-order reduction has reached the lowest levels ever in DLA history in 2003. Back orders of greater than 180 days are going down, and the cost recovery rates over time are going down as well. In FY-06, cost recovery rates reached 14.4 percent, which is the lowest rate in DLA history.

"We keep performance indicators throughout the organization," said Lippert. "We've been doing very, very well. We're seeing a lot of productivity."

The Business Systems Modernization program has decreased the number of employees necessary to run the computer systems while simultaneously increasing productivity. The systems run with greater accuracy and are easier to use.

Lippert noted that the number of civilians currently in the agency is the lowest number of people since DLA came into existence.

Croom listened intently to Lippert's presentation and asked questions throughout. At one point, he asked Lippert about organizational change and how often DLA restructures itself.

"I think [organizational structures change is] a large aspect of being a DoD organization," said Lippert. "I'm very hesitant about changes, but that's what we've got to do sometimes. Organizational change is happening as I speak."

Croom also provided information on what changes are ongoing at DISA and the JTF-GNO.

"It's all about speed. We're slowed down by problems," said Croom.

The DISA director how he and several DISA leaders recently went to California to learn best practices from top information technology companies. They learned about the companies' planning process and how these organizations develop strategic plans.

Croom noted that companies like Google will provide customers with a product at three months, even if the product is only 50 percent completed. They'll provide it to customers, and if the customers aren't using it, Google kills it.

"Today, we talk about developing things that the warfighter can use five years from now. If [after five years of development] the warfighter can't use it, we're too far along to kill it," said Croom.

Croom also discussed another hot topic involving

both DISA and the JTF-GNO: information assurance. He described how the organizations recently conducted a survey to eliminate invalid accounts. Around 20 percent to 30 percent of accounts were found to be invalid.

"It's hard to find where the enemy is when you've got so much to shift through. We're cleaning that up," said Croom as he described how the agency worked to clean up old invalid accounts.

By eliminating old accounts, the agency makes it harder for hackers to use false or invalid accounts. There is greater accountability for who is using DoD computers.

Many of the items the agencies discussed were mutual concerns, including improving the security of computer systems and building enterprise systems that are replacing legacy computing systems. The event allowed both organizations to provide status updates on the joint efforts of the agencies, as well as create a better outlook on how the organizations will continue their partnership in the future.

"DLA can be a mentor to us. We can learn from you," said Croom to the DLA members in the

audience. "I'm looking forward to a good relationship with you." ▶





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